T & DM From A to Z:

ANNUAL INDEX OF FEATURE ARTICLES

A 20-second digest of each feature article appearing in T & DM from October, 1961, through December, 1962, arranged by main subject

NOTE: This index does not include items from regular monthly columns on Packaging, Material Handling, and Washington developments, or spot news reports, editorials or similar matter. If you are seeking data on a specific item or product not listed here, our Reader Service will be glad to supply the specific reference. When available, back issues of T&DM are priced at 50¢ each; if out of stock, photocopies of specific articles will be supplied at a charge of 15¢ per page. Where items listed here appeared in 1961 issues of T&DM, the reference so indicates; where no year is given, they appeared in 1962 issues.

PHYSICAL DISTRIBUTION MANAGEMENT

A Marketing Yardstick (by D. W. Drummond) (Feb., p. 13).
What is the real objective of your company? If the answer happens to be net profit on dollar sales, then you are probably on the lookout for ways to increase that profit figure. A new marketing yardstick may help you do just that.

Accounting for Physical Distribution (by H. G. Miller) (Nov., 1961, p. 6).
Traditional accounting methods often create illusory savings, because they hide true distribution costs and relocate rather than reduce them.

"Concise, Authoritative" Definition of Physical Distribution Management (March, p. 14).
Answer to question from reader anxious to submit recommendations for a physical distribution program to his management.

Distribution and the Marketing Mix (by William Lazer) (Dec., p. 12).
Increasing attention must be paid to distribution problems in the future, warns this author in arguing that physical distribution tasks can only be perceived properly in terms of their relationship to the over-all marketing strategy.

Forces Influencing Finished Inventory Distribution (by D. J. Bowersox) (Jan., p. 11).
Efficient distribution management is a team function demanding total corporate effort, and only when total corporate management becomes distribution oriented and accounting records are adequate will it be possible to reduce distribution costs.

Manufacturing, Marketing . . . and Now Physical Distribution (Editorial) (Oct., 1961, p. 3).

Marketing Management and Distribution Planning (by Eugene Landis) (July, p. 15).
Physical distribution men should ally themselves closely with marketing management, says this writer, because physical distribution is in a position to take its place as "the other half of marketing" by coordinating all sales-satisfying activities.

Marketing Men Examine the Physical Distribution Function (July, p. 30).
Unprecedent interest in p.d.m. is reflected in these excerpts from presentations at the 45th national conference of the American Marketing Association. No. 1 reason: the profit squeeze.

P.D.M. from A to Z — A 26 Company Study (August, p. 15).
Physical distribution executives of 26 major firms tell why their companies set up physical distribution organizations, the problems they encountered and the selling job they had to do internally. Suggestions are made for other companies.

Profile of P.D.M. — A 50 Company Study (June, p. 13).
A study of the physical distribution management in 50 major companies tells how the function is organized, who is managing it, and what results are being obtained.

Selling P.D.M. — Why Not A Musical Comedy? (Oct., p. 18).
"P.D.Q., the P.D.M." plays to packed house in Houston, satirizes sacred cows and argues for systems approach. Copies of script and songs available without charge.

Selling Top Management on Distribution Management (Oct., 1961, p. 20).
Some suggestions for the middle management man who thinks a physical distribution organization will be good for his company and is willing to face the fact that somebody else might be tapped for the job.

Slide Film Explains P.D.M., Systems Concepts (Oct., p. 11).
Explaining physical distribution concepts to top management, departmental training and other intra-company uses are all possibilities for new slide film series with accompanying text, now available for rental or outright purchase.

The Conceptual Planning-Distribution System (by E. R. Amerie) (Sept., p. 17).
A Canadian production control executive argues in behalf of a planning and distribution system which cuts across departmental lines to unify 10 functions ranging from demand forecasts and market analyses to distribution center location and customer service.

The Many Jobs of Distribution Management (Oct., 1961, p. 5).
Production planning, inventory control, transportation, warehousing, material handling, packaging/packing, and new plant location are the principal elements — and the systems approach and data processing are a "Must."

Who Is Physical Distribution Management? (Oct., 1961, p. 27).
Many men, with many titles are engaged in physical distribution functions.

MATERIAL HANDLING — UNIT LOADS (see also Warehousing, Packaging/Containerization)

A Palletizing Problem — Turning A Sales Detriment Into A Sales Tool (by A. E. Gogol) (August, p. 32).
Introduction of a pallet pack plus a change in form of transportation, warehousing and delivery enables a major manufacturer to enter remote markets where it was previously impossible to compete.

Costs of Handling and Storing Non-Unitized Shipments (Dec., 1961, p. 21).
U. S. Dept. of Agriculture study relates costs of labor, equipment and storage space for 7 different handling systems used on warehouse receiving docks, includes standard cost figures on basic material handling equipment.

Dockboards, Levelers, Hoists and Ramps (Jan., p. 31).
The traditional dock plate costs about two cents an hour to own and maintain, but it may be adding dollars to labor costs and slowing down the entire shipping and receiving operation. Here are 4 pages of photos of the newer, automated equipment.

Economics of Palletization (June pp. 28, 43).
3 articles: Basic pallet patterns; Effects of the pallet on economics of the unit load; and determining the proper angle of pallet placement. Answers questions of when to palletize, how different pallets are rated, when reusable pallets are feasible.

Fork Lift Truck Attachments (Nov., 1961, p. 14).
Five pages of photographs show on-the-job applications for standard commercial attachments, plus uses on narrow-aisle equipment in storage and warehousing.

Loading System For Palletized Shipments (Nov., 1961, p. 26).
"DiGiorgio" method counteracts bounce and sway of rail cars, solves problems of pallet size, double stacking for its inventors, reduces carloading labor and material costs and lessens damage in transit on cross-country shipments.

Material Handling In Physical Distribution (by E. R. Sharp) (May, p. 18).
Managing a 1¼ million item inventory, valued at $12 billion, presents its headaches — and also opportunities for dramatic savings through a sound approach to distribution technology. Signal systems, economics of warehouse mechanization discussed.

Monorail System Solves Truckloading Problem (Dec., 1961, p. 24).
One-man loading of 20-ft. bundles of rolled steel channels is accomplished by free-swinging leg traversing 150° arc.

Product Flow: The Importance of Developing Market Strategy and "Philosophy" Before Buying Hardware (March, p. 19).
Special 3-part feature describes: General Electric's straight-line processing and distribution operation for 3 classes of customers; Spiegel's solution to receiving merchandise from 10,000 suppliers, maintaining a 120,000-item inventory and serving 3 million customers; and the "Buy-from-Pallet" system visualized as the unit load principle in full cycle.

Railroads Should Establish Pallet Rental Pool (by W. S. Brown) (July, p. 28).
Industrial engineer recommends program extending use of facilities now used for tracking and returning rail cars to their home base. Continuous utilization, strategic location of pools, use of existing accounting systems would be among benefits.

Rapid Handling Brings Customers Closer For Fuller (April, p. 29).
Coordination of packaging, handling and transport procedures reduces costs and improves customer service. Rapid handling of difficult product brings customers closer, reduces time size of distribution area, concentrates inventory.

The Cost of Owning Handling Equipment (by H. A. Warren) (Nov., 1961, p. 30).
Material handling executive proposes a cost comparison chart to show relative costs of ownership vs. rental of material handling equipment.

Unit Load As A Sales Tool: How Calpak Does It (Nov., p. 22).
Integrating customers into a distribution system by showing them the advantages of investing in special handling equipment and receiving their goods in unitized shipments.

Unit Load Principle As Applied To Transportation (March, p. 35).
18-page bibliography covers a wide range of current literature on some 14 different types of unit loads, reviews and digests articles printed in U. S., Canada, Europe and Latin America.

Warehouse-To-Store Dragline System (Jan., p. 31).
Department store installation reduces total handling time from former one-to-three day operation to one hour, produces other benefits in merchandise movement.

PACKAGING — CONTAINERIZATION (see also Material Handling — Unit Loads)

Assembly-In-Carton Procedure (Nov., p. 28).
Wheel Horse's new technique integrates production and distribution, brings savings in time and labor, handling and warehousing.

Buying More, Storing Less — 25% Savings (August, p. 30).
When the technical aspects of packaging are traded-off with purchasing, transportation, handling, warehousing and sales, sizable cash savings and marketing advantages can result. Here is the case history of a company which took this view of packaging.

Container System For Motor Carriers (by J. A. Carfizzi) (April, p. 34).
The "Carfizzi Container" (subsequently named the "Invertainer") will enable motor carriers to improve equipment utilization, permit integration of bulk shipments with conventional mixed freight, says its inventor.

Containerized Transport As A Sales Tool (Nov., p. 24).
Midwest manufacturer is able to compete in Far East markets through effective use of containers for bakery equipment.

Containerization Case History: 40% Savings Reported (Jan., p. 44).
Cummins Engine serves its overseas subsidiaries with one-way leased containers for fuel pumps, pistons, filters, cylinder liners and other parts, reports savings ranging from 80% on packing and crating to 20% on ocean transportation.

Containerization May Cost More, But — (Nov., 1961, p. 32).
Volkswagen of America found that its use of containers for parts imported from overseas reduced some costs and increased others, but added an important ingredient: better sales-service.

"Dry Cans" Float In Corrugated (Jan., p. 36).
Changeover from wooden boxes to corrugated containers shows substantial savings in labor and transportation charges for manufacturer of textile mill equipment.

Multi-Purpose Corrugated Containers (Nov., 1961, p. 36).
Kaiser and Westinghouse both find economy and versatility in containers used for shipment, storage and inplant handling.

New Designs and Applications For Corrugated Containers (June, p. 33).
17 prize winners in 1962 Fibre Box Competition are described in detail in this photographic review.

Packaging, Handling and Transportation in the Chemical Industries (April, p. 10).
Excerpts from papers presented at 1962 Symposium on Packaging of Chemical Products emphasize interrelationships, deal with package development, palletized and unitized loads, packaging of samples and development of packaging standards.

Packaging Switch: Products Don't Always Determine Packages (Dec., 1961, p. 26).
Corrugated containers are used for a high-density item, in this case, and wirebound containers for a low density product.

Proposal For Changes In Package Testing Procedures (by D. C. Ward) (July, p. 26).
Traffic manager recommends that test shipping procedure be abandoned in favor of laboratory testing on grounds that present method is not conclusive because of poor controls, is too time-consuming, technical and difficult for many shippers.

Slotted Angle Has Marketing Angle (March, p. 12).
New method of using slotted angle to frame corrugated, steel-strapped packages enables Hammond Organ to compete effectively in overseas markets, eliminates need for cushioning.

Trade-Offs In Packaging, Handling and Transportation (Sept., p. 31).
Four case histories illustrate the point that the true value — or cost of a packaging innovation may not be apparent until you assess its impact on other elements of the distribution system.

Views On the Packaging Function (May, p. 41).
Panelists at AMA Packaging Conference differ on where it fits in the organization chart, but agree on its top importance.

TRANSPORTATION AND TRAFFIC MANAGEMENT

Automated Routing of Inbound Freight (Oct., 1961, p. 28).
Traffic, Purchasing, and Systems and Procedures team up at GE to develop a mechanized traffic routing system to supply complete routing on all purchase orders, effective control of premium transport and substantial savings in clerical costs.

Bridging the Gap Via Dry Bulk Trailer (June, p. 20).
Two different types of production lines are linked as gypsum plant ties in its own facilities to remote construction sites where batching is performed through use of mobile storage bin.

Common Carriers and Their Customers' Distribution Systems (by R. L. Banks) (Feb., p. 24).
Common carriers must cease to regard their service as an isolated function, physically and conceptually removed from the production process, and they must recognize their key role in the design of physical distribution systems, says this transport economist.

Formulas For Optimum Cube-Density Truckloading (by E. W. Smykay and J. Randall) (May, p. 38).
Truckloading standards which permit maximum utilization of equipment, loading the proportions of high- and low-density freight which will achieve maximum legal weight and fill all available cube, are demonstrated by means of several simple formulas.

Gloomy Alternatives To Rail-Motor Coordination (by C. R. Bryant) (Nov., 1961, p. 19).
In a remarkably lucid discussion of a complex and controversial problem that affects every manufacturer and shipper of goods the principal transportation rate expert of the California public utilities commission suggests a program for the future.

How Traffic Department Helps Train New Salesmen (Dec., p. 25).
Behr-Manning's director of sales training was reluctant to include traffic department orientation in an already-crowded curriculum until he saw the enthusiasm and interest is generated among trainees. Now it's included in management programs, too.

Integrating Common Carrier Services Into Distribution Systems (July, p. 11).
Case histories show how 3 companies have put into practice the belief that the only kind of shipper-carrier arrangement that makes sense is one that is mutually profitable within the existing regulatory framework: Sherman Nursery, Eastman Kodak, J & J.

Logistics: A Game Where Everybody Wins (Sept., p. 28).
Paper company leases its own box cars for newsprint, supplies them to railroads without receiving mileage or per diem allowances — and still comes out ahead in lower total costs.

More Logistics: Planning and Coordination (Nov., p. 32).
Three case histories illustrate the vital role of pre-planning in a variety of different transportation problem-situations.

Pitfalls of Incentive Rates (by J. L. Heskett) (Aug., p. 25).
Many businesses pay more in increased inventory charges than they save in transportation costs through the use of incentive rates, says this author in offering formulas to determine when specific rates pay off — or what they should be to lower total costs.

Principles of Rate-Making: An "Untechnical Rundown" (March, p. 15).
In answer to reader's request, a broad and general guide to principles of motor carrier rate-making is set forth in brief space with minimum of technical language.

Quality Control In Transportation (by E. W. Smykay) (Jan., p. 15).
Your own records may already contain the data necessary to apply standards of quality control to the transportation services you are now using. Charts show how to evaluate claim patterns, relate delays to costs in production down time.

Rate Research by Shippers (by R. J. Franco) (Feb., p. 37).
More and more users of transportation are conducting their own research to determine which rates can — and should — be reduced by carriers and still remain compensatory. Here are some useful suggestions for conducting this type of research. Charts, tables.

Sales, Production and Transportation Factors In Plant Location (Oct., 1961, p. 18).
A simple demonstration — not a formula — stresses the necessity of taking the total distribution approach to new plant and warehouse location decisions. With map and chart.

Taxes vs. Transportation Costs (by G. R. Fraser) (April, p. 17).
Too often it is taken for granted that transportation, warehousing and customer service factors are the only important elements in a distribution system. As routine an item as local taxes are shown here to be far more critical cost factors in many instances.

Transport Logistics, Big and Small (August, p. 34).
C & O's 95-car movement of 4500-ton press differs only in dimension from REA's new container relay system aimed at small shipment problem; equipment utilization is critical element.

Unit Load Principle As Applied To Transportation (see "Materials Handling")

Warehouse On Wheels (by E. W. Smykay) (Dec., 1961, p. 13).
If demand for a product can be forecast accurately, it may be time to consider the competitive advantage of using freight cars rolling toward markets as warehouses. Cost charts.

We Must Scrap Our Present Freight Pricing System! (by R. G. Ray) (Nov., p. 17).
An industrial traffic executive advances formulas for developing a single pricing system based on cube-weight considerations, says that present system is anachronistic, unrealistic, and incompatible with present integrated data processing systems.

Your Stake In Transportation (by J. P. Doyle) (Jan., p. 17).
The author of the Doyle Report says bluntly that under present transport policies we are kidding ourselves dangerously about our ability to survive . . . and sets an immediate action program.

WAREHOUSING, INVENTORY CONTROL & ORDER PROCESSING

Controlling Warehouse Handling Costs (by F. L. Neal) (May, p. 31).
Stock location audits, and the principle of rewarehousing because of changes in call frequency, are described in detail in an article containing numerous cost charts and diagrams.

Fundamentals of Inventory Control (by Ward Fredericks) (Part I, Sept., p. 26; Part II, Oct., p. 23).
With inventory costs often running as high as 25% of inventory investment and having a decided effect on the transportation/handling/storage components of a distribution system, this series of articles is of particular interest to readers seeking a basic orientation in an admittedly complex subject. With charts, diagrams.

Heating Systems For Warehouses and Loading Docks (Nov., p. 25).
A roundup of the various types of space heaters, door heaters, infra-red systems, dock-door shelters and other installations which help improve worker efficiency during cold weather and provide necessary product protection to meet varying temperature requirements.

Inventory Control: A Paradoxical Solution (Feb., p. 21).
Teamwork between Production Control and Traffic produces an unusual solution to the problems of a 37,000-item inventory.

Making the Most of Space (Oct., 1961, p. 15).
Two formulas are proposed for determining how effectively enclosed storage space is being utilized and whether rearrangement of aisles would warrant investment in narrow-aisle handling equipment. Cost comparison data is included in examples.

Metal Building Guide (Feb., p. 31).
Illustrated article shows many different types of metal buildings being used for warehousing, includes diagrams of different types of frames and structures. Cost comparison chart permits evaluation in terms of expected useful life of buildings.

Method For Evaluating Warehousing Costs and Service (by D. E. White) (Feb., p. 17).
There is no "best" type of warehousing — public or private — and many considerations influence decisions on which type a company should use, says the author in setting forth a technique for evaluation which takes into account basic principles of p.d.m.

Order-Handling At Westinghouse: Reducing the Time Size of the U. S. Nov., 1961, p. 8).
Automatic order-processing system has 30 minute cycle from filing of an order by any one of 90 sales offices to receipt of shipping instructions at warehouse offering optimum delivery. Cash flow improved by 5 days, inventory cut by $3 million in one item.

Parts Distribution and Inventory Control: How IBM Does It (by M. F. Gillens) (Sept., p. 28).
Keeping 250 domestic locations and 93 foreign countries supplied from one central point is no small problem; here is how one of IBM's best customers — IBM itself — uses computers to solve that problem.

Public Warehousing As A Marketing and Cost-Reduction Tool (by A. E. Gogol & M. J. Johnson) (Jan., p. 24).
A physical distribution consultant and a public warehouse executive team up to give some dollars-and-cents examples of cost savings and improvement in marketing strategy through the use of public warehouse facilities. With cost charts and tables.

Reasonableness of Warehouse Charges (May, p. 17).
Question from a reader on specific data which go into the makeup of warehouse handling and storage rates prompts discussion of study which provides a basis of rates based completely on individual warehouse's cost and space factors.

State Taxes On Goods In Storage — A Summary (Oct., p. 32).
Products warehoused "strategically" across the country may be costing more in personal property taxes than is saved in transportation and storage charges; this digest shows what is involved in all 50 states, will be useful in total distribution system planning.

The Role of the Public Warehouse of the Future (by H. E. Way, Jr.) (Dec., p. 20).
A public warehouse executives cites the increasing importance of velocity and turnover techniques in public warehouse thinking, envisions 12 public distribution centers linked by tight communications and data processing for order handling, inventory control.

Warehousing, Inventory Control and Production Planning at Convair (April, p. 22).
Aircraft manufacturing has its unique problems: a production cycle of a year or more, thousands of high-valued components to be purchases seasonably and tied tightly into product problems, and a product which the customer "distributes" by flying it away.

OTHER SPECIAL FEATURE ARTICLES

Operations Research: Tool For Better Distribution (by H. N. Shycon) (Part I, Nov., p. 13; Part II, Dec., p. 18) (3 additional articles to appear in 1963).
Applications of operations research techniques to specific problems in warehousing, plant location and inventory control are demonstrated in this important series of articles by a noted management consultant long active in the field of physical distribution.

Operations Research: What You Should — and Shouldn't — Do About It (by J. F. Moore) (Oct., 1961, p. 37).
Operations research, commonly known as O.R., is a widely used — and sometimes abused — technique for solving business problems where the consequences of any and all actions can be related directly to profit or cost. Here is sound advice on uses of O.R.

Secrets of Tariff Publishing (by M. R. Denney) (Nov., 1961, p. 24).
In this good-humored spoof at the complexities of tariff publishing, the publishing officer of the West Atlantic Tariff Bureau takes his subordinates to task for making tariffs too easy to read.

The New Universal Commodity Language (Dec., 1961, p. 19).
New coding system developed by Bureau of Budget will permit rapid fact-gathering, analysis, and comparison of commodity flow with sales, production figures, may be first step toward development of a computer-based transportation pricing system.

DISTRIBUTION MANAGEMENT TIPS

Are Punched Card Systems Obsolete? (April, p. 9).

Dangers of Cost Comparison Charts; Notes On Shipping Room Practices (March, p. 8).

Determining the Qualities of Business Leadership (July, p. 5).

How Long Should A Meeting Last? An All-Day Session Might Work (Aug., p. 7).

How To Evaluate "Average Cost" and Statistical Figures (Feb., p. 5).

Job Switch Solves Communication Problem (Oct., 1961, p. 12).

Opportunities To "Sell" Physical Distribution Management (Jan., p. 4).

Plant Site Selection by the Small Manufacturing Company (Dec., 1961, p. 3).

Profitability of Sales Can Be Overlooked In "Service" Functions (Nov., p. 5).

Suggestion For Transportation/Distribution Recruitment Programs (May, p. 4).

Suggestions For Aligning Physical Distribution With Marketing (Sept., p. 7).

Ten Rules For Running A Productive Business Meeting (Dec., p. 5).

The High Cost of Possession; Pilferage and Political Risk Insurance (June, p. 7).

The Important Role of Communications Systems In Distribution (Nov., 1961, p. 7).

Where Does the Distribution Function Belong In the Organization? (Oct., p. 5).